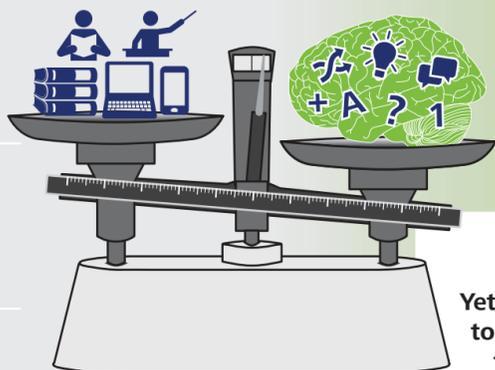


The State of LEARNING MEASUREMENT



Learning measurement is one of the most important processes in L&D to maintain its efficiency, effectiveness, and alignment to the business. Yet, it remains one of the most persistent challenges that learning leaders face today. Many L&D organizations report a lack of analytical skills and the right tools for communicating the outcomes of learning on organizational and talent objectives.

Only **5%**

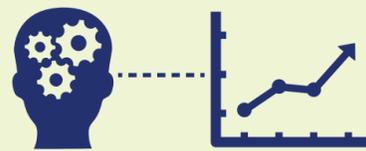
of L&D organizations surveyed excel at using data to:

- Align with the business
- Efficiently run the L&D function
- Increase the effectiveness of learning methods



... while **59%**

have trouble connecting learning to business outcomes



To address these challenges, L&D functions should rethink their approach to measurement by focusing on the following three leading practices.

1 Start with Business Priorities and Learning Strategies

Align learning measurement to business priorities.

77%

of learning professionals surveyed meet with managers and leaders to develop solutions for problems.

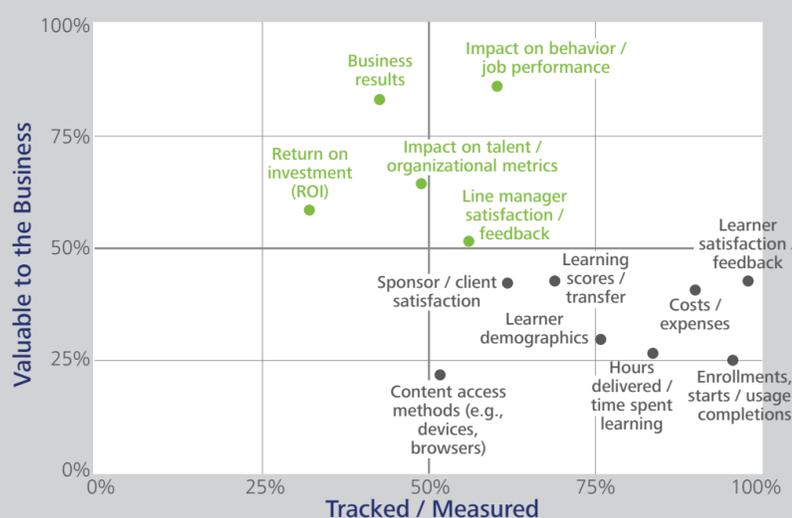


... but only **40%**

require line managers and business leaders to sign off on new learning initiatives.



This causes the gap between what L&D thinks is important to track and what is actually valuable to the business.



Far too many L&D organizations have incomplete business plans.



Only **69%**

have a proposed budget in their plans



Only **35%**

list business impact goals



19%

have NO business plan

If you don't plan for it, you can't track it.



22%

of L&D organizations surveyed rarely or never track progress toward strategic initiatives



Idea for Action

To help in aligning learning measurement to the business, build relationships with stakeholders, understand how they define success, create a learning business plan, and frequently track its progress.

2 Use Resources to Enable Measuring What Matters to the Business

Consider new tools and capabilities.



Many L&D organizations rely mainly on LMSs and standard office tools—and consider them to be most useful to evaluate the business impact of learning.



L&D professionals surveyed report a serious shortage of analytics and communication skills—asking the right questions and then making connections to business results through data insights.



64%

use customized LMS dashboards



37%

have an integrated TMS



69%

lack analytical skills



56%

have poor communication skills



Idea for Action

Choose metrics that will help the business—not just L&D. Develop analytics capabilities and use a variety of tools that will help you to tell the right story.

3 Make Data Actionable

Collect and report actionable data that generates insights and enables decision-making.



Consult with stakeholders and communicate the impact learning can have.



Provide all stakeholders with self-service access to data and reports.



Capture actionable data by measuring what the business values.



55%

involve business and functional leaders



19%

include frontline managers



79%

provide access only for the L&D function



30%

deliver data to business leaders and line managers



77%

apply data insights to improve the L&D function



50%

use data to determine the business impact of learning



40%

make informed talent / HR decisions based on data



Idea for Action

L&D can empower stakeholders to make well-informed business decisions by communicating actionable data and allowing that information to be easily accessible.



Moving Forward

Learning measurement is a journey—not a project. To build a more aligned learning measurement practice, it's crucial to build partnerships with stakeholders and understand their needs. Then consider how to best meet those needs and frequently check progress on essential metrics through a business plan. To verify that the measurement process is well-implemented, build a team with the necessary skills and tools to communicate meaningful results to business leaders and managers.